




Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

File 23-511

Date: April 20, 2023

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Margo Franklin, Chief Human Resources Officer 

Subject: Department of Human Resources 2022 Annual Report

File Type: Informational Report

This informational report provides a report on how the Department of Human Resources set and achieved its 2022 goals.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
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BACKGROUND

[File 22-104](#) amends Chapter 108 to require that “annually, by April 30 of each year or sooner, each Milwaukee County department leader and/or their designee(s) shall provide a written and oral report outlining their year-end results to a Milwaukee County Board of Supervisors committee. The reports shall, at a minimum:

- (a) Indicate the year-end goals the department set in the prior year
- (b) Share the rationale and relevance of the department’s performance metrics (i.e. explaining why they are “SMART” goals [specific, measurable, achievable, realistic, timely, and extending] and how they align to the county’s racial equity strategy, if applicable)
- (c) Report the department’s year-end results relating to the goals it had set, and
- (d) Provide a thorough analysis clearly articulating why goals were significantly exceeded, met, or not met.
- (e) Explain the department’s progress in creating a departmental-level strategic plan that aligns to the countywide strategic plan and provide an update about future plans to revise and enhance the departmental-level plan in the year ahead.”

ALIGNMENT TO STRATEGIC PLAN

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

Alignment to the above strategic objectives is articulated in response to the questions below.

BODY

1. What were the top 3 goals of your department/office in 2022? Please explain why they are “SMARTIE” goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable) and how they align to the county’s racial equity strategy.
 - Goal 1: Serve as the Project Manager for Milwaukee County’s strategic focus area “Create Intentional Inclusion”:
 - 1A – Reflect the full diversity of the County at every level of County Government.
 - 1B – Create and nurture an inclusive culture across the County Government.
 - Goal 2: Plan and ensure the effective implementation of the 2022 Employee Engagement Survey.
 - Goal 3: Continued progress on the implementation of the Compensation Transformation Project

These three goals align with the county’s racial equity strategy as they continue to support diversity and inclusion efforts across Milwaukee County.

2. To what extent were these goals accomplished in 2022? Please explain.
 - a. Goal 1: The work of the 1A and 1B is ongoing. In 2022, Human Resources accomplished the following:
 - i. Added additional gender identity options in Dayforce.
 - ii. Launched the Workforce Data Dashboard.
 - iii. Launched the Diversity, Equity, and Inclusion Council, which consists of 43 members from 17 Departments/Divisions.
 - iv. Formally launched six (6) Network Resource Groups.

- v. Finalized the Diversity, Equity, and Inclusion Roadmap with the DEI Maturity Model.
 - vi. Implemented HR policies and procedures to facilitate gender transition within the workplace.
 - vii. Coordinated a communications strategy to support the observation of cultural holidays.
 - viii. Provided guidance for the Month of Vision
 - ix. Took leadership role with the Region of Choice Initiative through the Metropolitan Milwaukee Association of Commerce (MMAC)
 - x. Launched new roles of Diversity Recruiter, Workforce Data Analyst and DEI Training Specialist. Through the addition of these resources, Human Resources was able to participate in 68 recruiting events, accelerate the development of the workforce dashboard, improve the ability to provide leaders with workforce diversity data, and build capacity to develop and deliver diversity, equity, and inclusion focused learning offerings to the County's workforce.
- b. Goal 2: Plan and ensure the effective implementation of the 2022 employee engagement survey:
- i. The 2022 employee engagement survey was administered from October 18 – November 14, 2022.
 - ii. This survey was the most inclusive employee engagement survey conducted in Milwaukee County's history. For the first time it included all employee segments including full-time, part-time, hourly, and seasonal.
 - iii. 1,776 employees responded to the survey.
 - iv. The overall response rate was 49%, a 1.5 percent increase over 2020. Excluding seasonal employees, the response rate was 52% also exceeding 2020's rate.
 - v. Preliminary results were presented to cabinet leaders on January 10, 2023.
 - vi. Verint, Milwaukee County's survey vendor, provided a comprehensive results overview to Cabinet on February 7, 2023.
 - vii. Department and other reports were distributed in March 2023.
 - viii. Plan for the implementation of the survey results action planning process.
 - ix. Began planning for the implementation of the 2024 employee engagement survey.
- c. Goal 3: Continued progress on the implementation of the Compensation Transformation Project

- i. DHR is responsible for managing Milwaukee County's compensation practices. The current compensation structure is primarily comprised of grades with rigid and restrictive steps that employees must be placed into.
- ii. Over many years, numerous grades have been created resulting in approximately 290 compensation grades across the County.
- iii. The current grade structure has significant deficiencies, including grade overlap. In addition, inconsistency exists within the steps of individual grades as well as between grades.
- iv. Throughout 2022, there were many discussions with key stakeholders about the existing steps systems and the need to migrate into a new, range-based, streamlined structure.
- v. In January 2023, as an interim step in compensation transformation, DHR eliminated the steps in current grades for non-represented jobs and established a minimum and a maximum using the current first and last step of each applicable grade. These grades will be administered as ranges without restrictive steps.
- vi. DHR continues to partner with the Newport Group consultants to finalize a proposal for an entirely new, stepless grade structure that will be presented for County Board approval. Upon gaining approval, over the next two (2) years, DHR will migrate all non-represented employees to new jobs in new grades on an iterative job family basis.

3. What factors *enabled* progress toward accomplishing these goals?

- Expertise, knowledge, and passion from Human Resources recently added Diversity, Equity & Inclusion focused team members.
- Broad organizational support committed to supporting and helping to move this work forward.
- Internal and external support and expertise dedicated to advancing the compensation project.
- Support of leadership, including the County Executive's Office and the County Board of Supervisors.

4. What factors *hindered* progress toward accomplishing these goals?

- Lack of funding and resources to expand diversity, equity & inclusion initiatives to Milwaukee County employees.
- Limited funding to make large sweeping investments to transforming compensation.
- Limited ability to systematically collect and analyze other indicators of Employee Engagement including turnover, absenteeism, corrective actions, and other leading and lagging workplace indicators.
- Opportunity to improve leaders' knowledge, skills, and abilities to understand and improve employee engagement and inclusion.

- Limited organizational accountability levers to improve employee engagement and inclusion.
 - Departments considering the unilateral implementation of human resource related actions and programs that are the responsibility of the Department of Human Resources to implement and manage. These unilateral actions may contribute to employee confusion and impede DHR's ability to effectively implement its programs and services County-wide.
5. Aside from financial resources, what help does your department/office need in identifying and achieving your strategic goals?
- Additional non-financial organizational investment including people, infrastructure, technology etc.
6. What is the status of your department/office in developing its strategic plan?
- The Department of Human Resources (DHR) leadership team began its formal strategic planning process in 2022. In a facilitated strategic planning workshop, the leadership team, through a series of workshop exercises, identified DHR's strategic priorities for the next five (5) years. This work lays the foundation for additional planning in 2023. Using the Department of Strategy, Budget, and Performance's strategic planning template, the DHR leadership team will revisit this work in 2023.

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES

Margo.Franklin@milwaukeecountywi.gov

Dan.Terrio@milwaukeecountywi.gov

Peter.Labonte@milwaukeecountywi.gov

PREPARED BY:

Margo Franklin, Chief Human Resources Officer

APPROVED BY:

Margo Franklin, Chief Human Resources Officer

ATTACHMENTS:

None

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
 Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk
 County Executive David Crowley
 Mary Jo Meyers, Chief of Staff, Milwaukee County Executive's Office
 Supervisor Willie Johnson, Jr., Chair, Personnel Committee
 Isaac Rowlett, Strategic Planning Director, SBP
 Steve Cady, Research & Policy Director, Office of the Comptroller
 Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk